

# COLLOQUY

80 West Street  
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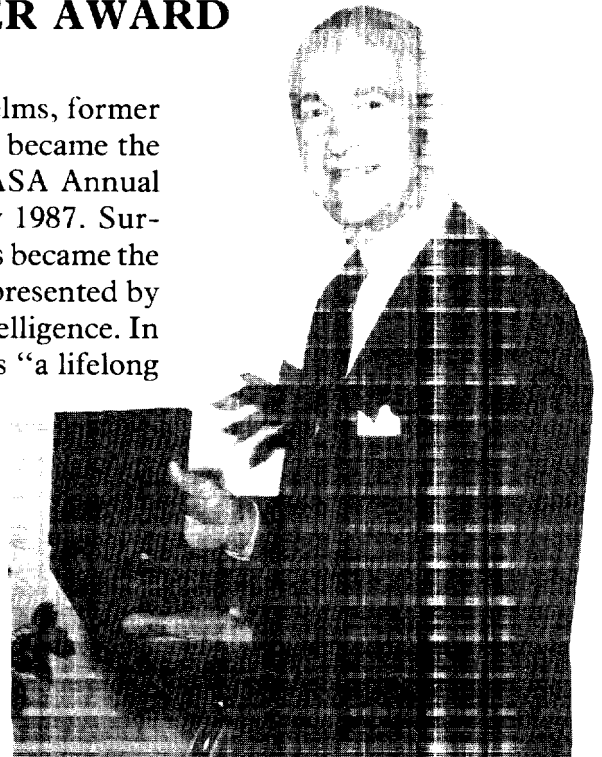
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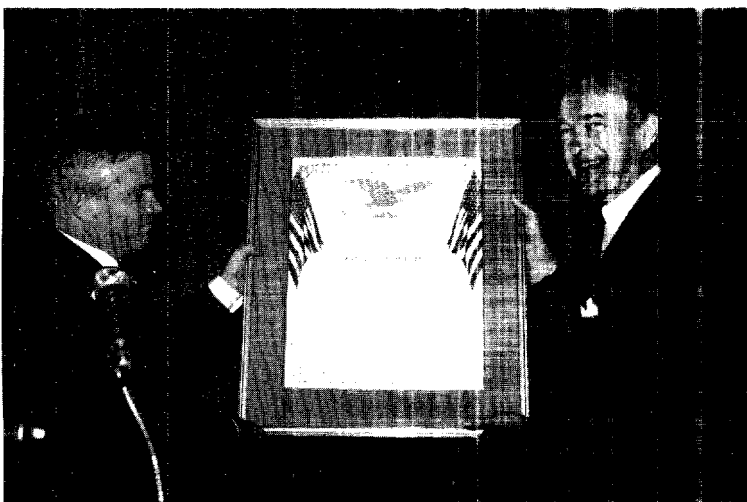
## PRESIDENT REAGAN SENDS CONGRATULATIONS GATES PRESENTS BAKER AWARD

Standing trim and tall, the Honorable Richard McGarrah Helms, former Director of Central Intelligence and U.S. Ambassador to Iran, became the 1987 recipient of the "William Oliver Baker Award" at the SASA Annual Award dinner held at the Fort Myer Officers Club on 20 May 1987. Surrounded by almost five hundred friends and admirers, Mr. Helms became the fourth distinguished American to receive this award which was presented by the Honorable Robert Gates, then Acting Director of Central Intelligence. In his award address, Mr. Gates observed that Richard Helms was "a lifelong practitioner of the craft of intelligence" and that no other DCI since "has kept that position through both a Presidential election and a change of parties in the White House." "Dick Helms was the very model of a professional leader," said Mr. Gates, "wise, experienced, disciplined and discreet, he took us through some extraordinarily difficult times." The full text of Mr. Gates' remarks are included elsewhere in Colloquy.



Prior to the presentation of the award, Mr. Gates read congratulatory letters from several dignitaries including President Reagan and Vice President Bush. Letters from the latter are reproduced on the following page. Among other correspondence was a telegram from President Richard Nixon.

*"Dick Helms is one of the most dedicated and selfless public officials who has ever served our nation. He is a perfect recipient for the William Oliver Baker Award, and I am proud to add my congratulations to the many he will be receiving on May 20."*



Former Secretary of State, the Honorable Henry A. Kissinger stated: *"I am truly sorry that I cannot be present when you receive the SASA Medal of Achievement. It is more than time for those of us who owe you so much to demonstrate our respect and gratitude for all you have done for the country. I wish I could be with you to add my thanks to those of SASA."*

*Throughout its history the United States has been able to call upon the talents of great public servants to help it through times of crisis and challenge. You, Dick, are one of that list of benefactors of whom much has been asked and too*

A-RDP94-00901R000500140004-7 you are receiving

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THE WHITE HOUSE  
WASHINGTON

May 18, 1987

Dear Dick:

Please accept my sincere congratulations on being honored as this year's recipient of the Security Affairs Support Association's "William Oliver Baker Award." This award is a most distinguished acknowledgement of your contribution to our national security.

Your many years of dedicated and selfless service have made vital contributions in protecting and preserving our country's peace and freedom.

I am pleased to add my congratulations as you receive this noteworthy award.

Sincerely,

*Ronald Reagan*

Ambassador Richard Helms  
4649 Garfield Street, N.W.  
Washington, D.C. 20007

THE VICE PRESIDENT  
WASHINGTON

May 7, 1987

The Honorable Richard Helms  
4649 Garfield Street  
Washington, D.C. 20007

Dear Dick:

Please accept my warm congratulations on the occasion of your being awarded the Security Affairs Support Association's "William Oliver Baker Award."

You have rendered many years of invaluable and dedicated service, both as a public official and a private citizen, for the cause of defending and preserving our nation's security. This award is a most fitting tribute to your efforts.

Barbara and I are delighted to join with your many friends and colleagues in extending best wishes as you accept this distinguished award.

Sincerely,

*George Bush*  
George Bush

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*tonight is but a small expression of your country's thanks, which you have so richly deserved for so long.*

*You have my congratulations, my best wishes, and my thanks for all the services you have rendered to our country over decades of selfless devotion."*

Former Baker Award recipient, Senator Barry Goldwater offered:

*"Dick Helms is one of the finest men I've ever served with and I wish that he were still there running the place. He was not only a conscientious good man in the job, he is a gentleman, and one always available to help we younger people get along."*

The Honorable John N. McMahon, SASA President, presided during the festivities. Opening the proceedings, Mr. McMahon formally noted

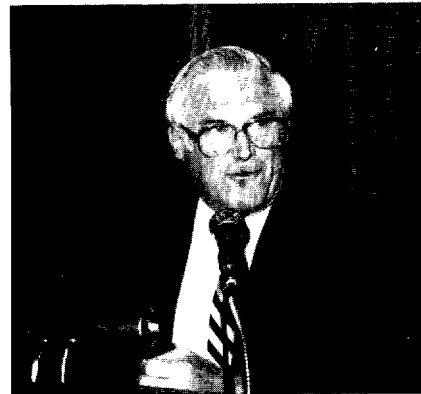


Director Webster and Ambassador Helms

the recent passing of Mr. William Casey - former Director of Central Intelligence and friend of SASA-and asked for a moment of memorial silence. Continuing the program, Mr. McMahon announced with pleasure, the presence of our award namesake Dr. William O. Baker who proceeded in his usual inimitable and entertaining style to introduce the award official, Mr. Gates. Dr. Baker's remarks are published in full elsewhere in the newsletter.

Not totally unexpected and warmly welcomed was the presence of Judge William Webster who the previous day had received Senate confirmation to be the next DCI. SASA was also pleased that Mrs. Helms and other members of the Helms family could be present to share in the tribute to Mr. Helms.

Among the other luminaries present were the Honorable Robert E. Lamb, Director, Diplomatic Security, Dept. of State, Mr. Craig Alderman Jr., Deputy Undersecretary of Defense, Policy, I-



Mr. John N. McMahon

General Edward J. Heinz, USAF, Director, Intelligence Community Staff, Mr. Charles A. Hawkins, Deputy Assistant Secretary of Defense, Intelligence, Mr. Barry Kelly, Assistant to the President for National Security Affairs, Ambassador Hugh Montgomery, Dr. Gary J. Schmitt, Executive Director, PFIAB, Mr. Jimmie Hill, Deputy Undersecretary of the Air Force, Mr. R. Evans Hineman, Deputy Director CIA S&T, Mr. Robert Prestel, Deputy Director, NSA R&E, Mr. George Cotter, Deputy Director NSA T&CS, Mr. William F. Donnelly, Deputy Director CIA Administration, Dr. Paul B. Schneck, Director, SuperComputing Research Center, Mr. David O'Cooke, Deputy Assistant Secretary of Defense, Administration, Mr. Eugene Becker, Inspector General, NSA, Mr. John Lane, Deputy Assistant Attorney General, Information Technology.

It was a grand evening, enjoyed enthusiastically by all. SASA is honored to have played a part in recognizing another distinguished American for his "enduring contributions to National Security and Freedom." Our warmest congratulations and gratitude to Ambassador Dick Helms and our heartfelt thanks to all whose presence made the occasion one to be long cherished. ●



## PRESIDENT ATTENDS WEBSTER SWEARING IN



*Judge Webster sworn in as DCI*

President Reagan visited the Headquarters of the Central Intelligence Agency on 26 May 1987 to participate in the oath of office ceremony for Judge William H. Webster as the Director of Central Intelligence. In this position, Judge Webster heads the Intelligence Community (all foreign intelligence agencies of the United States) and directs the Central Intelligence Agency. Webster is the 14th Director of Central Intelligence.

The President traveled to and from CIA Headquarters by motorcade and was greeted at the CIA Headquarters by Judge Webster and Deputy Director of Central Intelligence, Robert M. Gates. After a private meeting with Judge Webster and some Agency officials, the President arrived at the ceremony site to address a

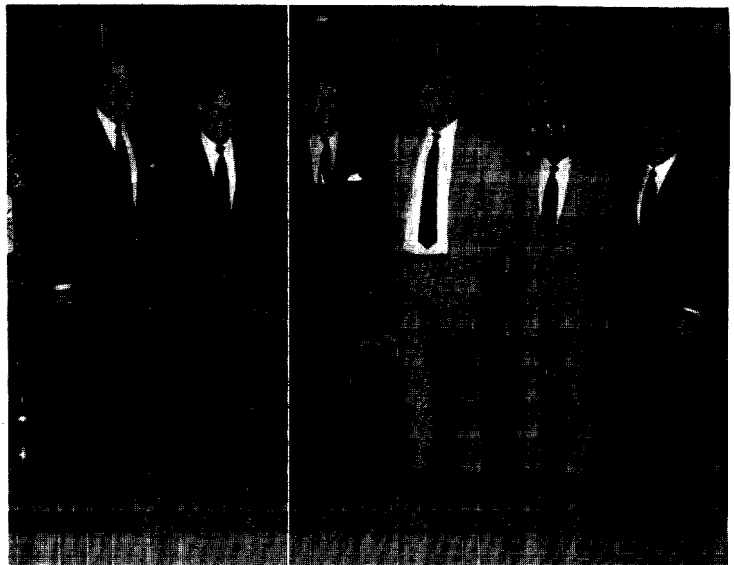
large audience of employees and assembled guests. He was joined on the dais by Vice President George Bush, a former Director of Central Intelligence.

Mr. Reagan cited Webster with raising the standards of the FBI and said he is "stepping up to the leadership of an institution that is by its very nature a likely subject of controversy."

"Our liberty, our way of life, requires eternal vigilance," Reagan declared. "the United States cannot survive in the modern world without a vigorous intelligence agency capable of acting swiftly and in secret. So long as I am President, I will never consent to see our intelligence capability undermined."

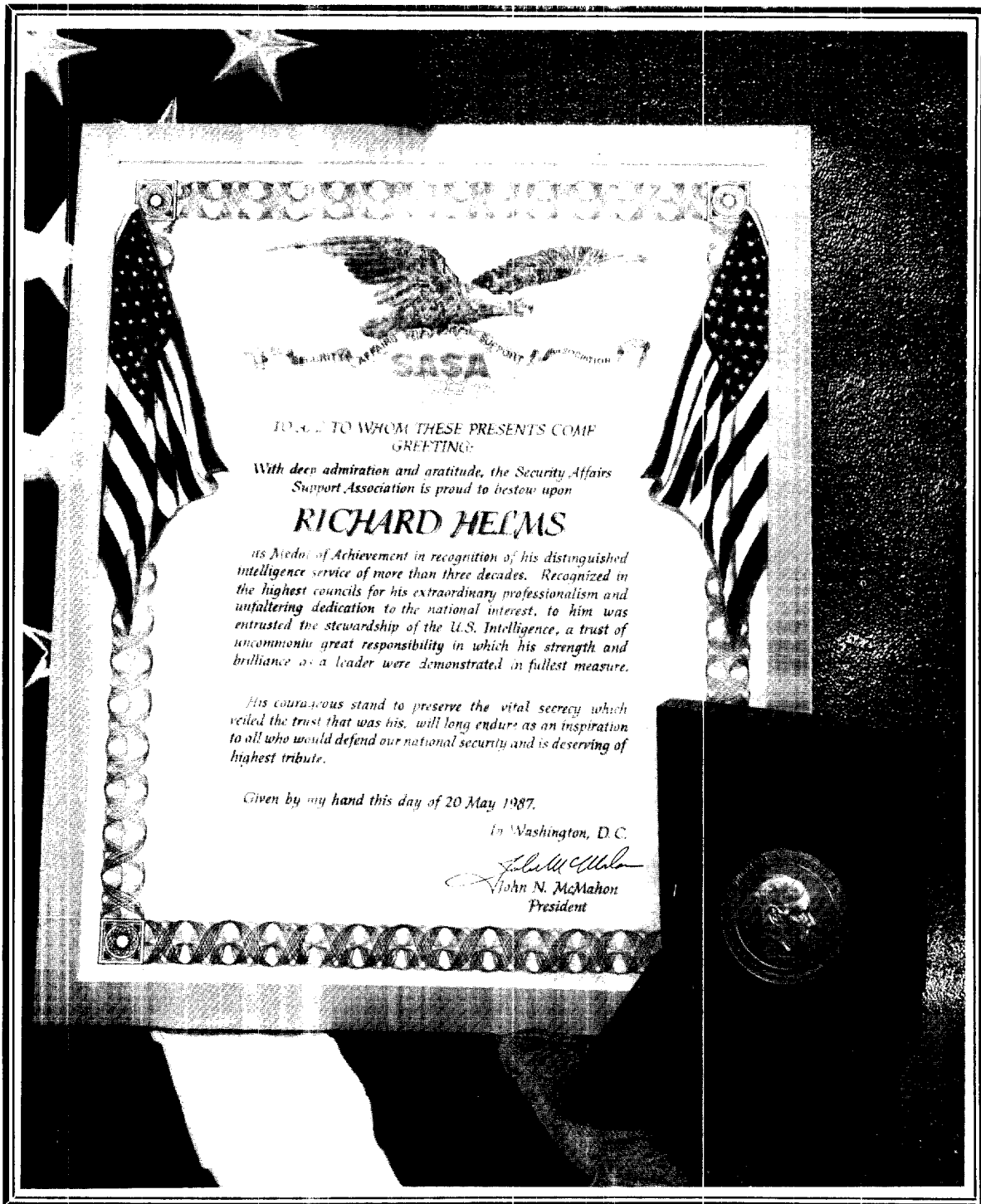
Following the President's remarks, the oath of office was administered to Judge Webster by Supreme Court Justice Lewis F. Powell, Jr.. Drusilla Webster Busch held the Bible for her father. Judge Webster's other two children, William H. Webster, Jr., and Katherine Webster Roessle, watched from the audience.

In attendance with the President were Attorney General Edwin Meese, Secretary of Commerce Malcolm Baldrige, and National Security Adviser Frank C. Carlucci, a former Deputy Director of Central Intelligence. Congressional representatives included Senator Ted F. Stevens, Senator Orrin G. Hatch, Representative Robert W. Kastenmeier, Representative Thomas S. Foley, Representative Anthony C. Beilenson, and Representative Dan Daniel. Besides the Vice President, five other former Directors of Central Intelligence were at the ceremony: Vice Admiral William F. Raborn, Jr., Richard Helms, James R. Schlesinger, William E. Colby, and Admiral Stansfield Turner. ●



*Present and former Directors, Central Intelligence  
Bush, Webster, Helms, Schlesinger, Colby, Turner*





## DR. BAKER INTRODUCES DR. GATES

"Good evening President and Mrs. McMahon, Ambassador and Mrs. Helms and the Helms family, Director of Central Intelligence Webster, Dr. Bob Hermann, and other distinguished associates of SASA, including especially General John Morrison, the talented convener of these assemblies.

It is a high privilege to join again in this occasion for recognition of patriots and personalities. The SASA steadily augments unique and invaluable combinations of national security officials and professionals, with the independent human resources and their enterprises in industry and other non-governmental institutions. This remarkable, indeed world-renowned alliance continues to engage the very best aptitudes of our community, at various stages of their careers. The result is the invaluable national capabilities represented in the SASA, whose new leadership under the Presidency of John McMahon of the Lockheed Corporation carries forward the eminent skills and congeniality of each one who has led this organization.

There is considerable discussion about knowing and knowledge around town these days. This is both startling and even refreshing since it is not a secret in USA, indeed not even sensitive information, that knowing is not a high level exercise in the nation's capital. Feeling, guessing, sensing, talking, etc., are all fashionable, strongly applied, perceptual and even semicerebral endeavors. But knowing - that is rare, possibly archaic and indubitably in recent times, dangerous. Because knowing is so unfamiliar and untried in much of our society nowadays, including the Federal establishment, its dangers are probably a bit overdrawn. But it is comforting that it will probably not grow as an occupational hazard or disease because there is so little of it to start with-and it is so hard to propagate! So under these circumstances, it seems especially surprising that I speak now of knowing and of knowledge. But we do so in an acceptable way, namely in warm and genuine human terms.

For we are introducing a member of our government who is not only in the know in behalf of the national welfare and security, but who does it with enthusiasm and professional skill and zest, and with the ethic that the great human gift of knowledge deserves, respect and dignity.

Dr. Gates, a native of Knasas, showed early interest in knowledge of what exists, and has pursued his inclination toward history both by understanding it and by participating through national service in significant historic trends, since his attachment to the CIA in 1966. Born in Kansas, he apparently sought first-hand evidence of how the international condition of the United States was, by confirming for himself that the British had left Williamsburg, Virginia. He established this at the College of William and Mary from which he graduated with distinction in 1965. Then seeking to affirm that the frontier had moved westward, and perhaps also wanting to establish that the epic of the mid-West was real in historians terms, he took a Master's degree from Indiana University in 1966. Being thus assured of the American identity, he turned to a life-long commitment to assess and enhance our knowledge of the Soviet Union. In 1972, he joined the staff of special assistant to the DCI for strategic arms limitations and toward the end of 1973, he became one of the two assistant national intelligence officers for strategic programs.

Thus Bob was early and intensively involved in the present day issues of nuclear deterrence and strategic defense. In 1974, he brought those skills into the National Security Council's staff, which in those times reported its findings to the President.





## AWARD PRESENTATION REMARKS BY DR. GATES



"It is an honor to be introduced by the man for whom the medal we are about to present was named and, indeed, was its first winner. It is not always the case that an introducer gets the name right. When Field Marshal Montgomery visited Hollywood in 1946, Sam Goldwyn gave an elaborate dinner. He welcomed his guest, saying that it was a great pleasure to host a very distinguished soldier, "Marshall Field Montgomery". At that point, another guest, Jack Warner, corrected Goldwyn, calling out "It's Montgomery Ward, you fool."

When I note the other recipients of the William O. Baker Award — Senator Barry Goldwater and Ambassador Vernon Walters, both men who have made enormous and singular contributions to this nation's intelligence capability — I am indeed honored even to be a part of the proceedings.

I would like to welcome and congratulate the new Director of Central Intelligence, Judge Webster. I am a bit intimidated by the number and accomplishments of people here this evening. I speak tonight knowing others here could do better. I am reminded that at the inauguration of President Kennedy, former Vice President Nixon went up to Ted Sorensen to say that there had been things in Kennedy's speech that he, Nixon, would like to have said. Sorensen responded, "You mean, "Ask not what your country can do for you, but what you can do for your country?" and Nixon replied, "No, the part beginning, "I do solemnly swear...."

It is a pleasure to have members of the staffs of the Intelligence Oversight Committees with us tonight. You know President Reagan is far from the first President to have difficulties with Congress. President Grover Cleveland, for example, had notoriously poor relations with the Senate. According to a story of the time, one night he was nudged by his wife, who said "Wake up. I think there are burglars in the house." "No, my dear," said the sleepy president, "in the Senate maybe, but not in the House."

There is a risk at an awards dinner for the prose to become a bit purple and for the praise to be excessive. At a meeting of a Paris Literary Society, Benjamin Franklin found himself showered with flowery compliments in French, a language that he did not speak. He decided it would be safest to applaud only when he saw a lady of his acquaintance applauding. After the gathering was over, Franklin's little grandson said, "But Grandpapa, you always applauded, and louder than anyone else, when they praised you." Dick, we will not put you in that position this evening.

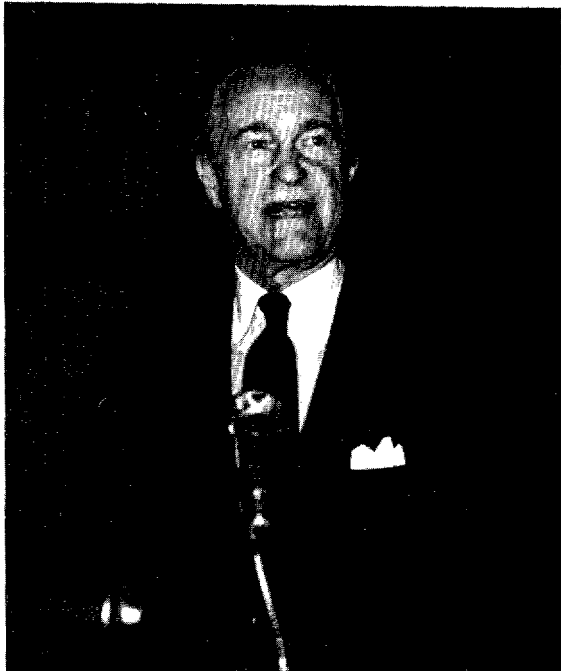
Tonight we are gathered to recognize and honor one of our own — a lifelong practitioner of the craft of intelligence, Richard Helms. Ambassador Helms' biography is in your program so I will not repeat it. Let me note only that he was appointed Director of Central Intelligence in June 1966 and he was reappointed to the post by President Nixon in 1969. No Director of Central Intelligence since Dick Helms has kept that position through both a presidential election and a change of parties in the White House. He continues to serve his country to this day through membership on a number of boards and committees, and perhaps most importantly, by being a trusted friend and sagacious advisor of many in this room.

As DCI, Dick Helms was the very model of a professional leader. Wise, experienced, disciplined, and discreet, he took us through some extraordinarily difficult times. During the Vietnam War, for example, he had to manage an enormous operational program in the field and deal with equally intractable problems here in Washington — gaining access to an embattled White House, while at the same time preserving the intelligence community's analytical integrity. Most who labored in the lower levels of CIA and the community did not understand the political pressures and cross currents at work at the time. Now, of course, we do understand, and his example has been a guiding light.





## AWARD ACCEPTANCE REMARKS



"To say that I am touched would be to put it mildly. I gave a good deal of thought to how I would express my appreciation for this honor which you have bestowed on me. I've looked at various suggestions and recommendations and I guess where I came out was that I simply preferred to say "thank you." "Thank you" to my long time, and most valued colleague John McMahon and the members of this exalted organization, the Security Affairs Support Association.

I not only accept the honor on my own behalf but I also would like to accept it in the name of those thousands with whom I worked over the many years. Together we would like to say "thank you."

It is particularly heart warming to have the presentation of the William Oliver Baker award made by Bob Gates. Not only do I hold him in the highest regard, but I cannot help noticing that he and I represent the generation gap. Thirty years apart, we stand together in common purpose and share similar convictions about the needs of our country with respect to national intelligence. And unless it might be though that I have totally lost all my intelligence sources I learned that in preparing the remarks which Bob just made and which obviously warmed the cockles of my aging heart, he went down to a library at the agency, did all of the research himself and wrote every word of the presentation which he gave here tonight. I want to say that that's what I call a "hands-on" leader.

As for Bill Baker, I am as pleased as a man can be to have my name linked with his on this Award. For over 25 years I have known what an uncommonly fine human being and endowed scientist he is, but I had never focused on the fact that although he is two years my junior, we graduated from college in the same year. Some smart guy! Thank you, too, Bill, for your ever gracious and grateful comments.

At this time when we celebrate two hundred years of our constitution, it is perhaps not amiss to remember that one of our country's first intelligence networks was organized by Paul Revere and provided the information which led to his famous midnight ride. In the winter of 1774-75 he had formed a group of some thirty craftsmen in Boston known as the "Mechanics" "for the purpose of watching the movements of British soldiers and gaining every intelligence of the movements of the Tories." Their source of information which led to spreading the alarm was an intoxicated woman, "quartered" with the British 43rd Regiment, who let slip at the local oasis the fact that English troops were going to Concord that night on a special mission.

Another distinguished citizen of Massachusetts, John Adams, served on the Committee of Counterintelligence, a body established by the Continental Congress on October 31, 1776. This Committee's work was highly secret, the function being made clear in its charter as defined by Congress: "That a committee of five be appointed to prepare an effectual plan for suppressing the internal enemies of America and preventing a communication of intelligence to the enemies." Contrary to modern day leaders and writers of memoirs on secret matters, Adams never detailed his service on the committee, highly literate though he was.

I cite this "Committee of Five" concept, because it gives me an excuse to speak for a moment on the serious matter of the need in Congress for a Joint Committee on Intelligence. Under the current arrangement of the Select Committee in both Houses, just plain too many legislators and staffers get in the act and become privy to sensitive information and there are constant leaks. But the important issue is this: What CIA officer or any other officer for that matter is going to risk his life, his health, or his personal reputation if he thinks there is a chance that a leak is going to blow his operation or reveal his purposes? To make Congressional oversight work it must be tightened up. The Tower commission agrees, and they are right, despite the op-ed piece in the *Washington Post* this morning written by men whose motive is to kill.

***"I not only accept the honor on my own behalf but also would like to accept it in the name of the thousands with whom I have worked over the many years."***



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The name of the President has been mentioned tonight and in this connection I would like to make a point about what is one of the most fallacious concepts in American life. That is that Presidents love their intelligence officers. One is constantly hearing if you will only get in to the President with that intelligence, not only will he be glad to see you, but he'll be overwhelmed with gratitude. Let me tell you the way it really works.

One evening I was at a small dinner with President Johnson. Present among the guests was Mr. John McCloy, an eminent elder statesman of the country, who had complained at various times about certain concepts and actions within CIA. So President Johnson started off by being rather flattering to McCloy about me until he created an atmosphere in which I became rather bemused and settled back with my hands in my lap, whereupon he got down to the point of his story. He said, "You know these intelligence fellows. My God, you've got a good program going, you have a policy you think is going to carry the day and the next thing you know one of these fellows comes into your office and you find that the whole thing has just gone up in smoke and isn't going anywhere. It is such a disappointment." He went on, "It reminds me of one morning years ago when I was a small boy down in Texas. (And he began to get that Texas accent.) I was out at 5 o'clock on a cold winter's morning milking Bessie and I got the stool under her and I got the pail between my legs and I was wringing that milk right out of there. I finally got that pail nice and full and was just moving the stool back when suddenly Bessie took her filthy tail and laid it right through that lovely mass of bubbling milk." President Johnson concluded, "That's what those intelligence officers do to their President."

Bob Gates was kind enough to reminisce a little bit. You know that since the first integrated intelligence organization was founded as the OSS, then came CIA, after all these years the same problems, oddly enough, still beleaguer us. We have all this high tech equipment, we have all these marvelous gadgets in space, we have these fine people deployed around the world, and yet we are still perplexed by two kinds of problems. Problem one: the intentions of our enemies and sometimes our friends. To be brief about this we still to this day do not know how decisions are made in the Kingdom of Saudi Arabia. You would think that a head of state would

that we'd know all about it. We do not know who makes the decisions, in what committees they are made, who sits around the table, and who had the final say. The same can be said about the Soviet Union. That is another country where the important top policy matters are discussed in a small room with maybe a dozen people. Highly secretive, seldom in evidence, they live to themselves. We rarely know when they meet, why they meet, and how they arrive at their decisions. Obviously we must continue to work at these problems. Everybody will lend a hand, I feel sure. But the fact remains that we haven't made much progress.

The other area where we still have difficulties is what I would refer to as personality intelligence. Let me give you an example. When Anwar Sadat followed Nasser as the leader of Egypt, I sent a memorandum to the Secretary of State describing Sadat. It was so erroneous about Sadat and his personality that I remember to this day what it said. I will mention one of these phrases because it will interest you. It was that Sadat was one of those men who wore black pajamas and smoked perfumed cigarettes in a cigarette holder. There were a few other comments but the general thrust of the memorandum was that this was no successor to Nasser. The other day I was invited to go to the Agency briefly to talk to some of the analysts involved in biographical intelligence. When I was finished with my remarks, a young lady walked up to me and said, "You know that's interesting what you said about Sadat. By the end of his regime we'd fallen so in love with him that we'd failed to appraise the extent to which the religious forces in Egypt were opposed to him. We were totally surprised when he was shot."

***"What CIA officer or any other officer for that matter is going to risk his life, his health, or his personal reputation if he thinks there is a chance that a leak is going to blow his operation or reveal his purposes?"***

We're tending to do the same thing with Gorbachev. Read the newspapers, "Gorbachev and Glasnost." I mean we're all about to fall on our faces with glee about the way Soviet society has become ripe for the picking. Now, we're just going to be able to go around and find out all of their secrets. Obviously this is silly. Gorbachev didn't get where he is by being any different than the other Soviet leaders. He's just more flexible, more wily. He's more devious. He's brighter. He's better educated. He's going to put us to the test. But do we have a stake in Gorbachev? This is a very real question. We ought to keep our hats on while we're going about appraising him. And not decide that he's the Second Coming of something, maybe atheism.

All of this reminds me of a story I've enjoyed over the years. If it's old to any of you, chuckle anyhow. A wealthy businessman was in a fancy hotel in New York having a sumptuous dinner all by himself and clearly enjoying it. He finally paid the bill in cash. The waitress brought him back the change, he picked up all the bills on the dish, put them in his pocket, and left three pennies. The waitress happened to

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While Henry Kissinger is famous for many things, public praise of senior government officials is not one of them. And, yet, in his memoirs Kissinger offers an extraordinary description of the man we honor this evening: "Disciplined, meticulously fair and discreet, Helms performed his duties with the total objectivity essential to an effective intelligence service....I respected Helms not because he was congenial, though he was certainly that, but because of his professional insight and unflappability. He never volunteered policy advice beyond the questions that were asked him, though never hesitating to warn the White House of dangers even when his views ran counter to the preconceptions of the President or of his security advisor. He stood his ground where lesser men might have resorted to ambiguity.... No one is promoted through the ranks of Director of CIA who is not tempered in many battles; Helms was strong and he was wary. His urbanity was coupled with extraordinary tenacity; his smile did not always include his eyes... At the same time I never knew him to misuse his knowledge or his power. He never forgot that his integrity guaranteed his effectiveness, that his best weapon with presidents was a reputation for reliability.

***"He had to manage an enormous operational program in the field and deal with equally intractable problems here in Washington — gaining access to an embattled White House, while at the same time preserving the Intelligence Community's analytical integrity."***

While Director Helms will have the opportunity to speak for himself shortly, I think it is appropriate at a time when the government again is in some turmoil, to let a younger Helms speak to us. I think you will find in his words of many years ago a wisdom and a perspective too often lost today. In 1960, speaking to the Society of Alumni of Williams College, Dick

said, "the last time I stood on a platform at Williams, I managed to forget my memorized speech right in the middle. That was at commencement in 1935, and never had I had the full attention of an audience as I did during those painful seconds of blackout.....the ensuing 25 years (from 1935 to 1960) should give us confidence in the flexibility, resilience, and stamina of our way of life. We did defeat the Depression, we did win a major World War, and in the process we made many changes in the economic and social pattern of the United States. Hence, it seems hardly fitting that in our land today there should be so many cries of apprehension, if not downright fear. What do we dread?"

***"We all know instinctively that the enduring freedom and well-being of our country is witness enough to our secret victories and satisfaction enough to those, like Dick Helms, who were and are the architects of so many of those victories."***

After describing the world of 1960, he went on to say, "What is relevant is that we should face the realities with intelligence and perspective. We are all too prone to alternate between a crisis psychology and the comfortable placidity of, 'Let George Do it.' This latter approach is fine for local laundry and dry cleaning, but it is certain disaster as an approach to life in this small world of ours."

Dick Helms in 1960 spoke of the need to develop our own opinions based on evidence, and of the need to evaluate sources. He said, "I submit, most of the issues which confront us require examination, careful thought, and, above all, evaluation of the relevant evidence." This is as valid a proposition in 1987 as in 1960.

At another time, in 1971, when intelligence was embroiled in controversy and our role questioned, Dick spoke out again. He told the American Society of Newspaper Editors that the assertion CIA was "a law unto itself, engaged in provocative covert activities repugnant to a democratic society and subject to no controls... is an outgrowth, I suppose, of an inherent American distaste for the peacetime gathering of intelligence." He continued, "Our mission, in the eyes of many thoughtful Americans, may appear to be in conflict with some of the traditions and ideals of our free society. It is difficult for me to agree with this view, but I respect it. It is quite another matter when some of our critics — taking advantage of the traditional silence of those engaged in intelligence — say things that are either vicious, or just plain silly."

He continued, addressing a problem that preoccupies us still: "And so I come to the fundamental question of reconciling the security needs of an intelligence service with the basic principles of our democratic society. At the root of the problem is secrecy, because it is axiomatic that an intelligence service must wrap itself in as much secrecy as possible in order to operate effectively..." Dick went on to say that, "Here in the United States the area of intelligence over

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Dr. Gates' next assignment in late 1976 was to the CIA Center for Policy Support, and then to return in 1977 to the Security Council as Special Assistant to Assistant to the President for National Security Affairs, Z. Brzezinski. Early in 1980, he returned to the CIA as head of the Strategic Evaluation Center and soon became Executive Assistant to the DCI. In November of 1980, he became National Intelligence Officer for USSR and early the next year was appointed Director of the Executive Staff. In mid-1981, he was given the added assignment as head of the new Office of Policy and Planning and resumed in addition the role of National Intelligence Officer for the USSR position. He held that multiplicity of notable responsibilities until appointed by the late DCI, William Casey, as Deputy Director for Intelligence, DDI, in January of 1982. He became Acting Director of Central Intelligence in this past year, thus having served in a wide spectrum of professional positions. Not surprising, during these lively missions, he received also a Ph.D in Russian and Soviet history from Georgetown University, in 1974.

*"There is considerable discussion about knowing and knowledge around town these days. This is both startling and even refreshing since it is not a secret in USA, indeed not even sensitive information, that knowing is not a high level exercise in the nations's capital."*

He likewise was awarded the Intelligence Medal of Merit and the Arthur S. Fleming Award. The latter is a coveted recognition, annually, of the ten most effective young men and women of the entire Federal service. Thus, a scholarly and professional compulsion to learn and to know, to view the events of people and nations with the objectivity and curiosity of the historian has been a consistent and constructive theme throughout Bob Gates' career.

Accordingly, Bob Gates has chosen to sustain the integrity of knowing, to reject the complexity of guessing, what-iffing, even whimpering. In this mode, he earns and gets the understanding and thanks of us all who comprise this assembly and of the thousands more or even millions whose interest we symbolize.

Of course, there were some interesting temptations of another course, in which a candidate should not even look knowingly at a committee of inquiry. Indeed, spectacular success on that track might be claimed by the candidate - that he knows even less than the entire upper chamber from which the committee came. But to know that little would of course require a lifetime of diligent ignorance, an unfair task to put on a nominee, and which accordingly would be very quickly rejected.

But one further comment about knowing and knowledge should be made in this introduction. That is, Bob Gates pursues the literate and classic course of knowledge and its use following with Alexander Pope, his essay on man, the doctrine "What Can We Reason, But From What We Know?" and also that of Hamlet about persons: "we know what we are, but know not what we may be." With those themes, Bob has enhanced the defense of freedom and the wisdom of international affairs.

We shall now hear him confirm what the essayist Butler said in Hudibras I, "He Knew What's What, and That's as High, As Metaphysic Wit Can Fly." ●

## NATIONAL INTELLIGENCE DISTINGUISHED SERVICE MEDALS AWARDED

At a recent Intelligence Community Award Ceremony, the then Acting Director of Central Intelligence, The Honorable Robert M. Gates presented the highest community intelligence award — the National Intelligence Distinguished Service Medal to the following:

Mr. Richard S. Finlay, National Security Agency  
Mr. John D. Joyce, National Security Agency  
Colonel Richard F. Law, USAF  
Mr. Robert E. Leidenheimer, Central Intelligence Agency  
Mr. William McAfee, Department of State  
Mr. Phillip A. Parker, Federal Bureau of Investigation  
Mr. C. Thomas Thorne, Jr., Department of State

Other honorees received the National Intelligence Medal of Achievement:

Mr. James A. Agerborg, Defense Intelligence Agency  
Lieutenant Colonel Clarence M. Bose, USAF  
Mr. Ronald W. Ewing, Department of the Air Force  
Dr. Leon Forman, Ph.D., Department of Energy  
Mr. C. Michael Poell, Central Intelligence Agency  
Mr. Albert J. Rosenwald, Department of the Army  
Dr. Anthony J. Tether, Ph.D., Defense Advanced Research Projects Agency.  
Mr. Michael Washlack, Jr., National Security Agency

STATINTL

National Intelligence Certificates of Distinction were presented to:

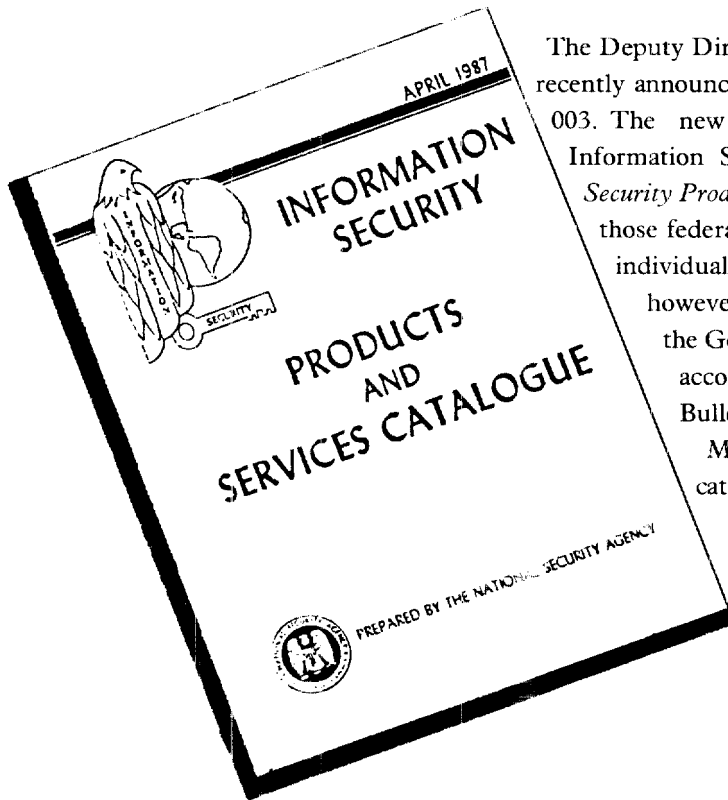
Mr. William T. Brown, Central Intelligence Agency  
Mr. Michael F. Munson, Defense Intelligence Agency

The Office of Communications, CIA was awarded the National Intelligence Meritorious Unit Citation. SASA wishes to extend its heartiest congratulations to all of these worthy award recipients.

### COLLOQUY

<i>Chairman of the Board</i>	.....	Mercade (Mac) Cramer
<i>President</i>	.....	John N. McMahon
<i>Editor</i>	.....	John E. Morrison, Jr.
<i>Associate Editor</i>	.....	William H. Parsons
<i>Production Coordinator</i>	.....	Mary Simpson
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## DANIELS ANNOUNCES NEW INFOSECURITY BULLETIN



The Deputy Director for Information Security, NSA, Mr. Harry Daniels has recently announced the publication of Information Security Bulletin No. 87-003. The new bulletin combines five previously published separate lists of Information Security products and services. Its title is the "*Information Security Products and Services Catalogue*". It will be distributed quarterly to those federal departments and agencies and contractors who received the individual lists previously. The initial mailings will be free of charge, however, plans are underway to request that they be provided through the Government Printing Office on a subscription basis. When this is accomplished, it will be announced in a later Information Security Bulletin.

Mr. Daniels invites comments and suggestions concerning the catalogue and requests that they be addressed as follows:

Director

National Security Agency

ATTN: S31 (for contractors and private industry)

ATTN: S044 (for U.S. Government)

9800 Savage Road

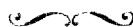
Fort George G. Meade, MD 20755-6000

## DEFENSE INTELLIGENCE COLLEGE SEEKS CIVILIAN COMMANDANT

SASA was recently advised that a civilian commandant is being sought for the Defense Intelligence College. That billet is currently filled by a military officer of the grade O6 as has been the case throughout the 25 years that the college has existed. The civilian ultimately selected for the job would become a member of the DIA Senior Executive Service.

With 118 permanent faculty and staff, two reserve detachments, and more than 100 adjunct professors, part-time and overage employees, the College provided joint intelligence education and training to 6,500 individuals in 1986. Expecting its mission and importance to be further advanced, the Director, DIA is interested in obtaining a civilian commandant who possesses advanced academic credentials and who has also had a distinguished military career, and senior management experience in the national security arena.

Interested individuals should send a resume to the DIA Personnel Office (RHR -5, Attn: Mike Curriden). More information about the new position may be obtained from SASA Headquarters or by calling Colonel John D. Macartney, USAF, the present Commandant at (202) 373-3344.



*Continued from page 11*

which we can maintain the traditional secrecy has been steadily reduced... We have made it our practice not to answer criticism. Former Senator Saltonstall summed it up pretty well when he said in an open society like ours, it is impossible to inform the public without informing our enemies... I cannot, then, give you an easy answer to the objections raised by those who consider intelligence work incompatible with democratic principles. The nation must to a degree take it on faith that we too are honorable men devoted to her service."

And the then Director of Central Intelligence concluded by saying: "The same objectivity which makes us useful to our government and our country leaves us uncomfortably aware of our ambiguous place in it. We may chafe under the criticism we do not answer, but we understand as well as anyone the difficulties and the contradictions of conducting foreign intelligence operations on behalf of a free society... We are, after all, a part of this democracy, and we believe in it. We would not want to see our work distort its values and its principles. We propose to adapt intelligence to American society, not vice versa.... We believe, and I say this solemnly, that our work is necessary to permit this country to grow on in a fearsome world, and to find its way into a better and more peaceful one."

I could, of course, continue with the wisdom and contributions of Dick Helms and the folklore surrounding him. But perhaps it's enough just to say that, on rare occasions, great enterprises are fortunate to be led by individuals who have extraordinary impact and leave an enduring legacy, individuals who shape the very ethos of an organization. Few such men and women come along. You, Dick, through your extraordinary three decades of service to the Central Intelligence Agency and to the American Intelligence Community, are one of those few.

Our machines — our computers, and our satellites — are the wonders of the age. Many of you here tonight helped design them. But intelligence, our craft, is still preeminently a matter of people. It is, and always has been, the caliber of the men and women of American intelligence — their creativity, determination, brilliance and courage — that has spelt the difference between success and failure. The failures of intelligence — a few real, most fictional — fill our daily newspaper. But today we celebrate one of our successes — one of our heroes — in the only way we can: privately together. And, yet, we all know instinctively that the enduring freedom and well-being of our country is witness enough to our secret victories and satisfaction enough to those, like Dick Helms, who were and are the architects of so many of those victories. ●

*Continued from page 10*

pass the table at this point, looked down and saw the three pennies. She said "Sir, would you like me to tell you what these three pennies mean?" He said "Yes, I'd be very inter-

ested." She said, "The first penny means that you're very frugal." He said, "That's right." She said, "The second penny indicates that you're a bachelor." "You are right, this is fascinating. What does the third penny mean?" she said, "The third penny means that your father was also a bachelor."

To end my remarks this evening I'd like to get serious for just a moment, and read the conclusion of an article which Leo Cherne wrote recently. Leo Cherne is the Vice Chairman of the President's Foreign Intelligence Advisory Board, and is a very experienced man in the ways of the world, having been the head of the International Rescue Committee for many years.

He comes up with what he feels is the ultimate challenge to intelligence in the world today. I'd like to read two paragraphs of what he has said, because it is bound to be of interest to you all and it's well worth thinking about. I quote from Cherne from now on.

Cherne says, "I conclude with a prophecy and a challenge. One is unavoidable and the other as yet unmet.

The prophecy: Less than fifty years ago, this nation, unlike England, had no need for economic intelligence. Whatever intelligence we had was focused on the capabilities and intentions rooted in dangers we perceived to be military. During the remainder of the decade, I submit that the greater threats to stability will flow from hazards which are economic, social, cultural and political. I am not suggesting that the military dangers have receded. They have changed their character, but they are painfully still with us. However, a new panoply of dangerous troubles creates urgent intelligence needs in the years immediately ahead.

Now for the challenge! The actors in this new international drama are not only governments; they include industries, labor unions, universities, banks, stocks and commodity exchanges. Intelligence has thus far been essentially limited to informing other government sectors. We impose understandable limits, and they are sharp, to keep the world of foreign intelligence and our domestic life apart. We also have our antitrust laws. We do not, as the Japanese do, have an instrument like MITI which performs some of the coordinating and judgemental functions for Japanese industry.

Yet, how are we to meet the manifold challenges of the Information Age? How are we to share essential intelligence with the private sectors of our society, the sectors upon which tomorrow's eminence depends? Even were that intelligence to be shared, there remains the central problem that exists even in the most urgent governmental use of intelligence — how to make effective use of the information? By informing a man about to be hanged of the exact size, location and strength of the rope, you do not remove either the hangman or the likelihood of his being hanged.

All that intelligence can do is seek to concentrate the mind sufficiently to reduce the chance of unanticipated crisis, or, more hopefully and less likely, avert it altogether. But if we are to continue to secure those freedoms we now enjoy, we will need that intelligence."

Again, may I say how touched I am to be honored by you tonight. Blessings on you. ●



## SASA GENERAL MEMBERSHIP MEETING HELD 21 MAY 1987 SEVEN NEW BOARD MEMBERS ELECTED

The SASA Annual General Membership Meeting was convened at 0900 hours in the Fort Myer Officers Club on 21 May 1987 in accordance with Section I, Article Four of the Association By-Laws. Of the 1004 eligible voters of record on the date of the meeting, 525 were represented in person or by proxy.

As the first order of business, President John N. McMahon provided a brief report on association activities since the previous General Membership meeting held on 22 May 1986. The report also included comments on projected activities for the upcoming FY88 commencing 1 July 1987. Mr. McMahon's report is quoted below.

*"SASA's Fiscal Year 1987 which started on 1 July 1986 shortly after our last General Membership meeting, was another eventful year in the history of our young organization. Most of the events of that period were happy ones — only one could be described as unhappy. We'll discuss the latter, later.*

*In Fiscal '87 our group membership continued to grow at a healthy rate — from 75 in June 1986 to 90 at this time (annual growth rate of 20%) and by the close of this fiscal year on 30 June, we can expect to have about 95 and will probably exceed our sought-for goal of 100 by the end of calendar 1987.*

*FY 1987 was the year in which SASA launched its SASA SPONSOR program which turned out to be much more successful than we dared to hope. Today we can boast of 35 Group Sponsors and 1 Individual Sponsor. The 36 equates to 40% of our Group Membership, a percentage which exceeds very respectably that percentage of group versus sponsor or sustaining memberships achieved by other associations working with the intelligence community.*

*Financially, in fiscal 1987, SASA has continued to prosper modestly as befitting its status as a not-for-profit endeavor.*

*FY 1987 — was also the year in which we initiated our Security Support Program, a service to our members which provides that any member may inform SASA on a non-attribution basis of any industrial security issue or problem and the association will seek to resolve the issue or problem.*

*In FY 1987, SASA planned two symposiums addressing important contemporary issues - "Technology Security" sponsored by the Deputy Under Secretary of Defense, for Trade Security Policy, Dr. Steve Bryen and "Trading With The Communist Bloc", sponsored by the Deputy Assistant Secretary of Commerce for Europe, Mr. Frank Vargo.*

*The first of the programs just mentioned was well received and from our viewpoint contributed important insights in the area of technology security. The second mentioned program came a "cropper" for reasons not positively identified. Two suggested reasons were — time conflicts with other programs and a general antipathy towards the theme. Whatever the reasons, they were enough to reduce planned attendance below the level at which the program could be presented without embarrassment for SASA and its group of outstanding lecturers. In my view, the program was outstanding and could have contributed greatly to our knowledge of international developments beyond our traditional intelligence and security involvements—developments which relate to our national security in a very real sense. For any members present who might be interested in what had been planned for our cancelled Spring '87 Symposium, copies of the program are available here. You can see what you missed.*

*In the coming Fiscal '88 commencing 1 July 1987, SASA will be planning two symposiums on themes not yet selected. In that connection SASA would be indebted for suggestions from the membership. Clearly, SASA wishes to present programs of interest to its membership. We will strive mightily to avoid a repetition of our unfortunate experience with the Spring '87 Symposium.*

*Similarly in Fiscal '88 we would like to project at least two Senior Executive Dinner Forums — perhaps one on the East Coast and one on the West Coast. Any views which our members might have on themes and the locale for these forums would be most welcomed.*

*Continued on page 17*

Continued from page 16

*I believe we all recognize that our annual Baker Award event has become somewhat of a tradition despite its short history and we of course will be planning another such affair for May 1988. In anticipation of the event, we would be most pleased to provide our Awards Committee with any nominees for the Baker Award which our members might wish to submit. If you have a nominee please forward the name to SASA Headquarters not later than 15 December 1987.*

*While on the subject of awards, I should tell you that at the last meeting of our Board of Directors, the board took formal notice of the fact that there are many individuals in industry, government, and in academe who have performed service of considerable merit on behalf of the U.S. Intelligence endeavor and who may not be nominated for the Baker Award. With the latter in mind, the board has directed our Executive Vice President to examine into the feasibility and mechanics of arranging for another award program which might recognize a group of worthy candidates annually, perhaps at a luncheon or dinner, which would be removed time-wise by as much as six months from our annual Baker Award planned each year for May. It has been suggested that we might have such a group awards dinner in conjunction with a one day symposium. We would like very much to hear from you on this proposal.*

*Other programs such as occasional luncheons with senior speakers on the national intelligence scene are being considered here in the Washington area as well as on the West Coast. Please let us know if you would be interested in luncheon programs. We are well aware of the offerings of other associations which vie for your attention. The association galaxy is a crowded one but we would be happy to plan luncheon meetings if there is sufficient interest.”\**

One of the principal purposes of the annual meeting is to elect new board members to replace those whose terms have expired. The SASA Board of Directors is presently authorized a membership of twenty. At the 21 May meeting, following the President's report, seven new members were elected by acclamation - six to replace retiring members and one to complete the unexpired term of a member who resigned after accepting an overseas post. Terms of the six will expire in May 1990. The seventh, in May, 1988. More about the newly elected directors may be found on page 18.

The meeting was adjourned at 1015 hours.

*\*Editor's Note: Comments on any aspect of President McMahon's report from SASA members, who were unable to attend the General Membership meeting, will be welcomed.*

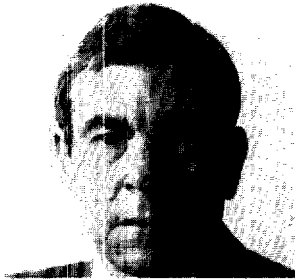


Mr. Helms Dr. Baker



Dr. Gates Arrives for Baker Award

## NEW FACES ON SASA BOARD

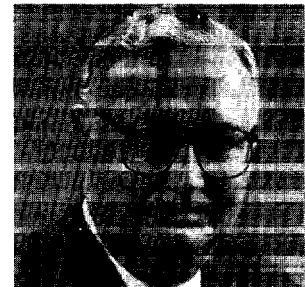


**Mr. Craig Alderman, Jr.**

Deputy Under Secretary of Defense (Policy). Has served continuously in OSD since 1981. Prior to 1981, was International Marketing Manager in U.S. defense industry. Graduate of U.S. Military Academy (West Point) holds a Masters Degree in Political Science and International Relations, Auburn University (1970).

**Mr. Mercade (Mac) A. Cramer**

President and CEO Vitro Corporation since March 1987. Previously served as Senior V.P. and General Manager, Optical Group, Perkin-Elmer Corporation (1984-1987). Prior service consisted mainly 23 years in a series of executive management positions in the General Electric Co. Graduate of U.S. Naval Academy. Holds Masters Degree in Engineering Management, Air Force Institute of Technology.



**Dr. Roger K. Engel**

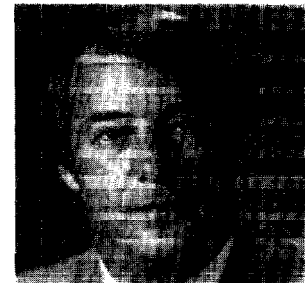
Vice President and General Manager, C3, United Technologies, Norden Systems, Inc., since July 1986. Served previously as Director of Tactical Intelligence Systems, OASD (C3I). In 1968, joined Aerospace Corporation, and in 1978 moved to TRW as the Deputy Project Manager for the Battlefield Exploitation and Target Acquisition Test Bed (BETA).

Holds BS Degree, Mechanical Engineering, (magna cum laude), City College of New York (1962), MS Degree, Mechanical Engineering (1963) and a PhD Degree (1965) from New York University.

**Mr. Charles A. Hawkins, Jr.**

Deputy Assistant Secretary of Defense (I) since September 1984. From 1963 to 1976, served as civilian engineer in the Army Security Agency (now the Intelligence and Security Command). Has been with OSD in various senior management positions since 1976.

Holds BS Degree, Electrical Engineering, Clemson University (1959). Is a member of the Senior Executive Service since 1981.



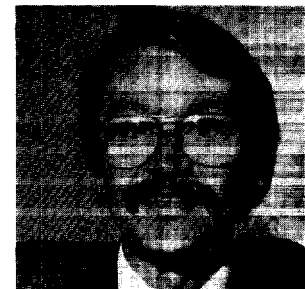
**Lt. Gen. Edward J. Heinz, USAF**

Director, Intelligence Community Staff since October 1986. Is an intelligence career professional having served in the intelligence field in various capacities for thirty years. Prior to joining the IC Staff, completed a four year tour as Director of Intelligence, Headquarters, United States European Command (EUCOM) Stuttgart, West Germany.

**Mr. Robert J. Kohler**

President, ESL, Inc. since July 1986. Served briefly as Vice President, Advanced Programs and Development, Lockheed Missiles and Space Co. (1985). Had nineteen year career with CIA prior to joining Lockheed. Last assignment at CIA was Director, Office of Development and Engineering, (DDS&T).

Holds BS Degree, Photo Science, Rochester Institute of Technology (1959).



**Mr. Gordon E. Myers\***

Vice President and General Manager, Federal Systems Division, IBM. Has served continuously with IBM in various capacities since 1968.

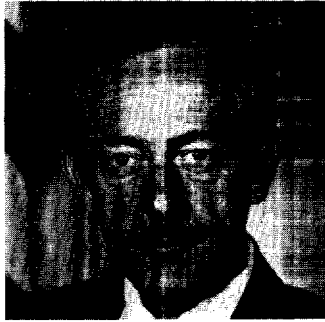
Holds a BS Degree, Electrical Engineering, California Institute of Technology and an MS Degree, Electrical Engineering, University of New Mexico.

\* Nominated to serve one year remaining in the term of Mr. Vincent Cook who resigned coincident with an overseas posting.

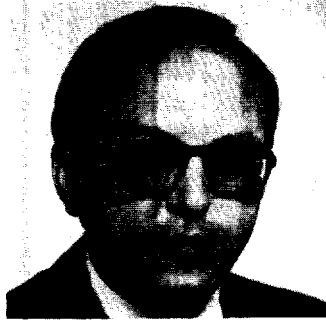
## PREVIOUSLY ELECTED DIRECTORS STILL SERVING



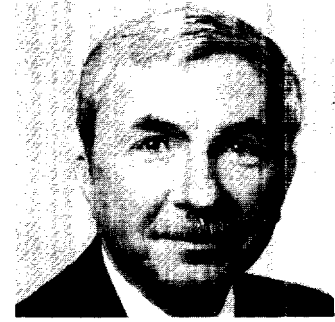
Mr. Lawrence Ayers  
*Deputy Director  
Defense Mapping Agency*



Mr. George Cotter  
*Deputy Director, T & CS  
National Security Agency*



Mr. Anthony Iorillo  
*President,  
Space & Communications Group  
Hughes Aircraft Company*



Mr. Frank Lewis  
*Senior Vice President & Sector Executive  
Government Systems  
Harris Corporation*



Dr. James Babcock  
*Chief Engineer  
The Mitre Corporation*



Mr. Jimmie Hill  
*Deputy Under Secretary  
of the Air Force*



Mr. Donald Jacobs  
*Vice President,  
Space Systems Division  
Boeing Aerospace Company*



Mr. Gordon Moe  
*Executive Vice President & Manager  
Pacific Sierra Research Corporation*



Mr. James Bush  
*Vice President  
PRC/GIS*



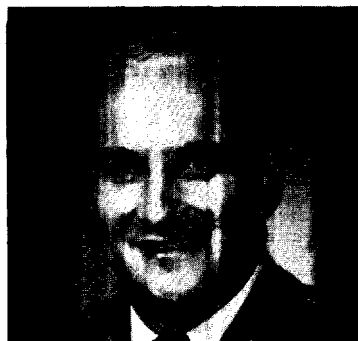
Mr. R. Evans Hineman  
*Deputy Director, S & T  
Central Intelligence Agency*



MGEN John Kulpa, USAF (Ret.)  
*Senior Vice President  
Eaton Corporation*



Dr. Val Peline  
*President  
Lockheed Electronic Systems Group*



Lt. Gen. Leonard Perroots, USAF  
*Director  
Defense Intelligence Agency*

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